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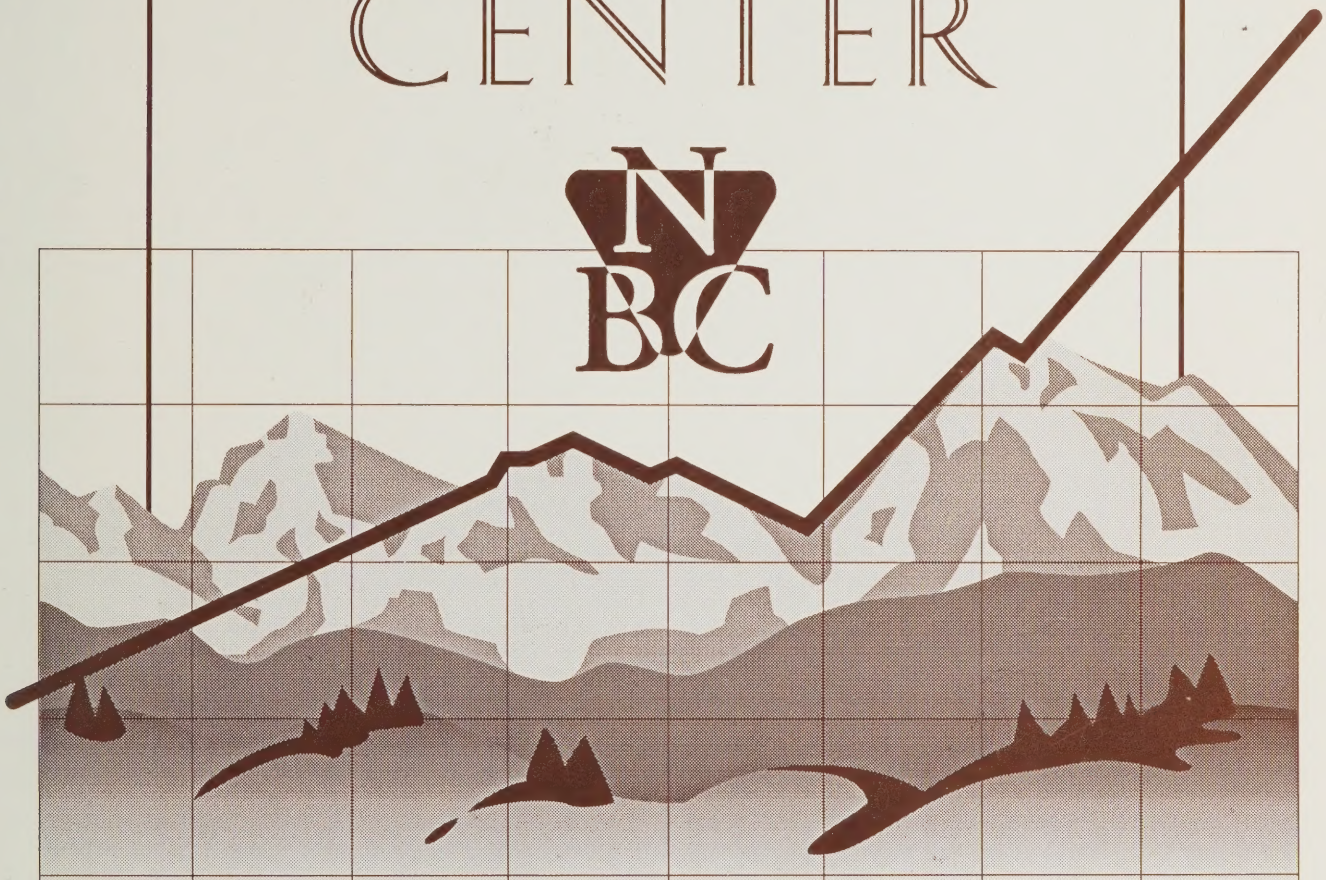

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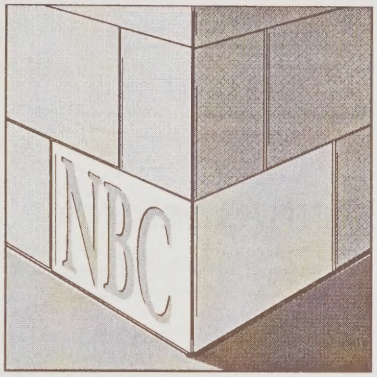
PURPOSE

This strategic plan is a vital and evolving tool for bringing National Business Center (NBC) employees together behind a common purpose and mission to meet the Bureau's needs. It also communicates to our customers how NBC employees plan to deliver business and fiscal services to their organizations.

INTRODUCTION

The National Business Center is an essential cornerstone of the Bureau of Land Management (BLM). It supports the BLM infrastructure by providing the business and fiscal services that are crucial to Bureau program operations and successful fulfillment of the Bureau's mission. The Center supplies Bureauwide services in such areas as accounting, payments, procurement, property management, leasing, construction, development and maintenance of business systems, and many other areas, providing the business and fiscal information upon which management decisions rely.



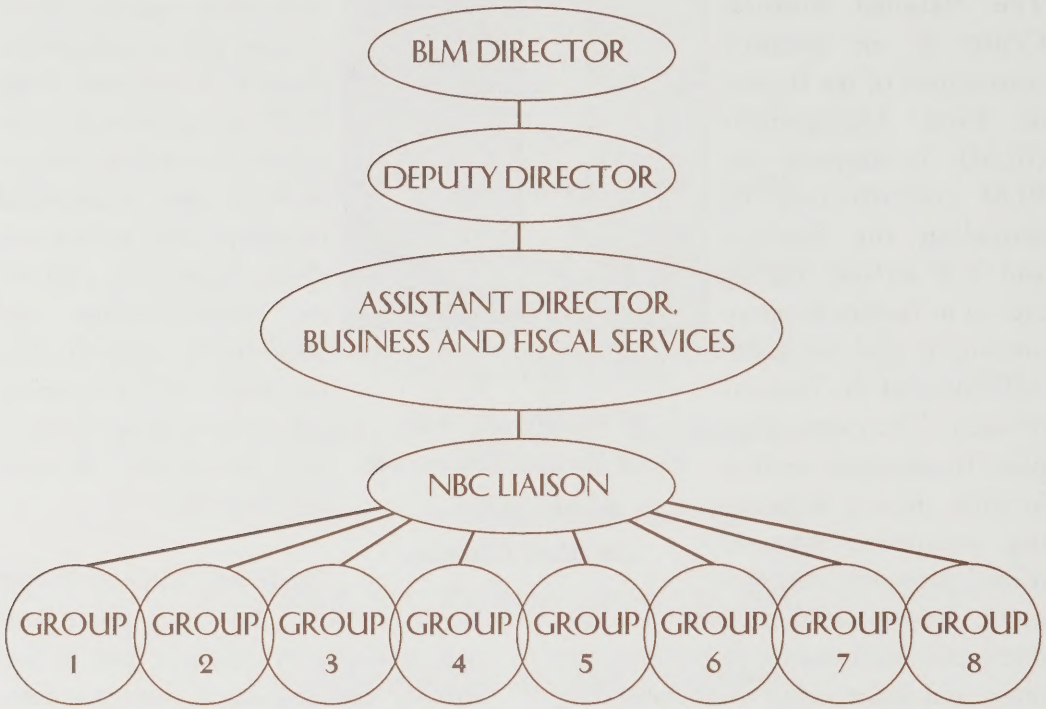
NBC is an integral part of the Business and Fiscal Services Directorate, which reports to the BLM Director.

Organizationally, the NBC is an integral part of the Business and Fiscal Services Directorate, which reports to the BLM Director. The Center is organized into eight working groups consisting of both permanent and special-purpose work teams (please refer to the organization chart on the following page). The permanent teams perform on-going work associated with the day-to-day requirements of the business enterprise. Special-purpose teams are made up of a cross-section of disciplines and generally perform task-driven or project work assignments. These teams work in an environment of employee empowerment where participation, innovation, access to information, and accountability flourish. Employees of the NBC are committed to the values of customer service, personal and professional integrity, safety, professionalism, teamwork, individual accountability, and continuous growth and learning, and are committed to providing accurate and meaningful business and fiscal data.

There are many challenges facing the NBC: how to improve business management systems; how to best employ contemporary business management approaches and emerging technology to deliver cost-effective business management services to customers; how to improve business management reporting and accountability; how to empower, motivate, and support the business management workforce; how to effectively meet the performance management challenges imposed by the Government Performance and Results Act (GPRA); and how to accomplish all of these things in a diminishing resource environment.

NBC employees recognize that budgetary funding and human resource constraints, organizational streamlining, re-engineering and right-sizing, and accelerating technological advances all pose major obstacles for the timely

NBC ORGANIZATION CHART



GROUP 1 - ACCOUNTING GROUP (BC-610)
- Reports Team
- Financial Services Team
- Cash Processing Team

GROUP 2 - FIELD TRAINING AND PAYMENTS GROUP (BC-620)
- Commercial Payments Team
- Payments and Field Support Team

GROUP 3 - PAYMENTS GROUP (BC-630)
- Payments Services Team
- Specialized Official Payments and Contracts Team
- Travel Payments and Support Team

GROUP 4 - SYSTEMS AND BUDGET GROUP (BC-640)
- Budget and Finance Team
- Financial Systems Team

GROUP 5 - DENVER CENTER SUPPORT SERVICES GROUP (BC-650)
- PMDS/Printing Team
- Office Services Team

GROUP 6 - FIP, ALMRS, AND PROFESSIONAL SERVICES GROUP (BC-660)
- Professional Services Team
- FIP/ALMRS Team

GROUP 7 - LEASING, CONSTRUCTION, SUPPLIES, AND EQUIPMENT GROUP (BC-670)
- Space Leasing Team
- Construction, Supplies, and Equipment Team

GROUP 8 - PROPERTY OPERATIONS AND PROPERTY/PROCUREMENT SYSTEMS GROUP (BC-680)
- Property Operations/Systems Team
- Procurement Systems Team

achievement of our business management improvement goals. We have, however, developed an aggressive agenda and sound strategies to streamline and reduce the cost of operations, improve business management systems, improve business reporting and accountability, enhance the quality of business services to customers, and re-engineer business practices and processes. NBC employees recognize that, in order to improve business management in the Bureau and effectively re-engineer and streamline business management activities and processes, we must establish collaborative working relationships between program managers and business managers.

This strategic plan identifies the Center's strategic objectives, initiatives, and measurements for 1996 through 1998 to support the BLM "Blueprint for the Future."

This strategic plan identifies the Center's strategic objectives, initiatives, and measurements for 1996 through 1998 to support the BLM "Blueprint for the Future." The plan incorporates the principles of streamlining functions, team building, empowerment, and customer service. It has been prepared in accordance with the GPRA and the Chief Financial Officers Act (CFO). The GPRA, among other things, requires Federal agencies to effectively plan, budget, execute, evaluate, and account for the resources appropriated to Federal programs. The Congress, the Administration, and taxpayers all want greater accountability in establishing a "performance-based infrastructure" within the Federal government.

GPRA requires agencies to develop strategic plans, develop performance indicators, set performance goals, and measure performance against those goals. The implementation of GPRA requires fundamental changes in the way business activities in BLM will be managed.

NBC employees and management are committed to rethinking the ways in which we conduct the Bureau's business, providing the necessary leadership to efficiently manage resources, providing timely and accurate financial and other business information for stakeholders and program managers, and earning the respect and trust of both our internal and external customers. NBC employees are committed to meeting the formidable challenges that lie ahead.

THE NBC STRATEGIC PLANNING APPROACH

Participation and sharing from all attendees was both encouraged and achieved.

For general reference, a diagram depicting the NBC planning cycle is contained on the following page. The approach taken by the NBC in developing its strategic plan included a three-day planning conference (June 18-20, 1996), with participants from each NBC group and team as well as team members located in the Washington Office (WO). Participation and sharing from all attendees was both encouraged and achieved. All ideas and thoughts were heard and considered before reaching a group consensus on the future direction of the Center.

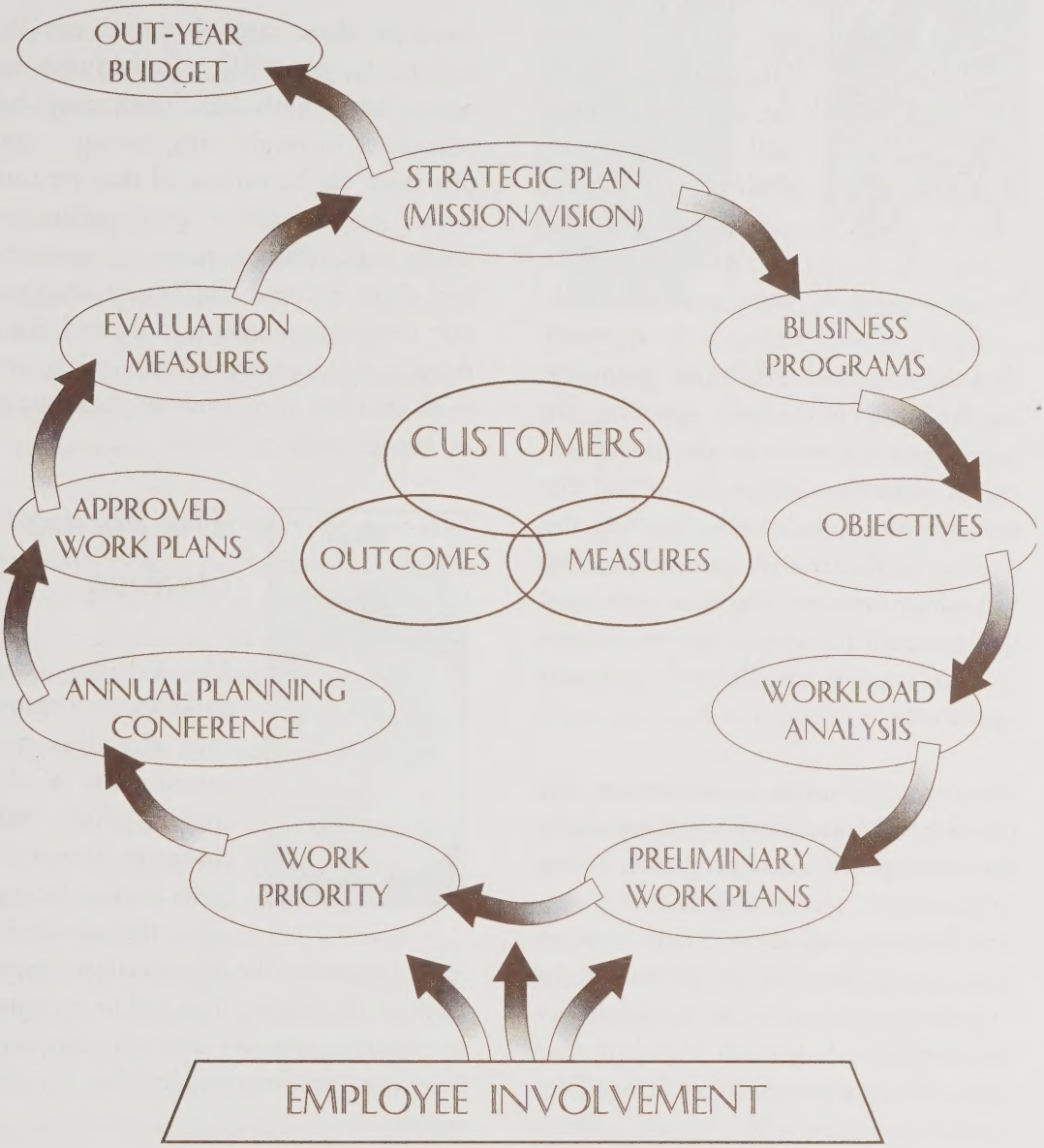
The conference provided guest speakers and training and was very well facilitated. A positive and productive atmosphere emanated throughout the conference. Attendees first learned about the planning process and then produced the basic decisions for the plan. A lot was learned and a lot was accomplished.

After introductory remarks identifying the goals to be achieved, ground rules were established. The group not only agreed to follow the ground rules during the conference, but also agreed to apply these values in their day-to-day interactions with their own teams. Because of the commitment to adopt these ground rules universally in the work place, they are included in this document. The ground rules are: (1) Be prepared, (2) Have all assignments completed on time, (3) Stick to the topic, (4) Speak up (i.e., participate), (5) Be positive about the Center and our changes, (6) Respect confidentiality, (7) Be courteous to fellow employees, (8) No idea is a bad idea, (9) Do not be afraid to ask why and do not be annoyed when someone asks you why, and (10) Be committed to the decisions that are made.

Participants in the conference were given the opportunity to express any and all of their concerns and expectations. Many were expressed, but it would be beyond the scope of this document to reiterate all of them. However, one common theme did emerge.

The concern was that just another document would be produced that would be put on the shelf and not really used. The corresponding expectation was that a strategic planning document could be produced that would be ever-evolving and vital and that would become a part of the day-to-day operations of the NBC—and, most importantly, a plan that each and every employee could accept, agree upon, and wholeheartedly support.

NBC PLANNING CYCLE



Guest speakers provided discussions on the future budget outlook for BLM and its business activities. A futurist discussed what organizations can expect in the coming years. And a customer panel discussed their needs, what the NBC does well, and what might be improved. Each of these discussions is briefly synopsized on the following pages.

The Budget Outlook

Discretionary funding for the Bureau will continue to decline fairly significantly each year for at least the next seven years. In addition, it is apparent that the emphasis will be on maintaining the health of the land—meeting the on-the-ground needs to the maximum extent possible. What this means for administrative functions is that the decline in the relative rate of funding for administrative programs will very likely exceed the overall rate of decline in funding for the Bureau's program operations.

The overall budget environment not just for BLM as a whole, but especially for business and fiscal programs, is one of zero sum. Additional funding cannot be expected even when new or greater requirements are placed on an organization. Another factor that must be considered is that funding for administrative programs in field offices is also declining fairly rapidly. There may come a time when the NBC must offer relief to field offices in business and fiscal areas.

On a Bureauwide basis, there are opportunities to alleviate some level of the declining budget outlook because BLM does have products and services that people want. These opportunities include such concepts as user fees, cost recovery initiatives, contributed funding through collaboration with the public and other government entities, and other similar concepts.

Some of these same concepts can be applied to the NBC. In addition to doing more with less, costs may be reduced through improving our processes. By becoming all that we can be, we may be able to work collaboratively with other bureaus or agencies and either increase funding or decrease our costs of operation. In addition, there may be opportunities to eliminate work that has been done for years but is no longer really necessary.

The Future Outlook

The futurist who spoke to the conference attendees discussed some of the trends that will challenge organizations in the future, some the characteristics of innovative organizations, some of the technologies that will be growing or emerging over the next ten years, and how organizations might plan for the future.

There were seven major future organizational challenges identified: (1) the virtual organization, (2) the just-in-time work force, (3) the ascendancy of knowledge workers, (4) computerized coaching and electronic monitoring, (5) the growth of worker diversity, (6) the aging workforce, and (7) the birth of the dynamic workforce. The survival skills needed to meet these challenges are rapid response, sharp

focus, stress busting, strategic empowerment, staff juggling, and team building.

Innovative organizations were characterized as those that have a stated and *working* strategy of innovation and that are:

- Forming teams.
- Rewarding creativity and innovation.
- Allowing mistakes.
- Providing training in creativity.
- Managing the organizational culture.
- Creating new opportunities proactively.

The top ten technologies for the next ten years include edutainment, hybrid-fuel vehicles, medical treatments, anti-aging products and services, smart manufacturing, miniaturization, digital HDTV, high-density energy sources, super-materials, and genetic mapping.

The information presented by the futurist enabled the planning conference attendees to examine what future trends would impact BLM and the NBC (e.g., the global economy, the aging population, technology, workforce diversity, the changing nature of work, and others). The work groups at the conference identified the current impact of these trends, the current NBC response to the trend, what the next response to the trend should be, and what result the next response should yield. The lessons learned in this exercise were valuable in forming NBC objectives and expanding the groups' thinking relative to the future direction of the Center.

The Customer Panel Discussion

The customer panel consisted of five representatives from BLM State Offices in Colorado, Oregon, Wyoming, and Nevada. The customers offered some general suggestions on changes they would like to see from the NBC. They also discussed some of the strong points of the Center and some of the problems that the NBC may need to correct. Overall, the customer comments were highly positive in all areas, but there are clearly some areas in which we need to improve.

The topics discussed by the customer panel were not all-inclusive. However, each panel member's discussion did include feedback from individuals throughout their respective offices. Because of time constraints, it appeared that the panel was attempting to highlight some of the more positive customer service activities along with some problem areas. The following discussion will not attempt to identify or analyze the good, the bad, and the desired outcomes. It is important, however, to reiterate that most of the comments were overwhelmingly complimentary.

The NBC must be committed to listening to its customers, heeding their advice and wishes, and making changes where they are needed. We must also

be committed to being prompt, accurate, and pleasant when communicating with every customer, every time. The following summarizes the customer panel discussion.

- Customers want the opportunity to participate more fully in the decision-making process, i.e., they would like to be involved before decisions are made.

- In concert with the need to participate in the decision-making process, customers want the NBC and the Bureau to think carefully about the burden on field office administrative staffs when considering further decentralization of functions.

- Customers would like to better understand the NBC, i.e., what it does and how the work is accomplished. They would also like for the NBC to understand more about their work, their processes, and how decisions affect them.

- Customers would like to see a consistent process developed for information transfer.

- The panel suggested that we need to move more toward a single/constant point of contact for multiple issues, i.e., "one-stop shopping," where this is possible or feasible. To illustrate, one office might have to contact several payment personnel, depending on the type of payment. They might also have to have discussions with both procurement and payment staffs to get the information they need.

- The customers suggested that we either update our manuals or eliminate them.

- Customers would like for services to be more tailored to the office receiving the service rather than the "one size fits all" concept.

- The panel requested that a new customer service guide be issued so their employees know who to call with problems, questions, and discussions.

- The panel would like to see more consistency in guidance and advice. The feeling is that customers can get any answer they want if they call enough people at the Center.

- Customers would like to see more use of technology to disseminate data to field offices.

- Although very complimentary of the credit card program, customers would also like to be able to effect payments through third-party drafts or other similar means.

- The panel suggested that the Bureau should reevaluate its position on assessing the 18% administrative surcharge on leases when co-locating with other Bureaus.

- There was considerable discussion on the lack of promptness in returning phone calls. One customer indicated that there was some difficulty in finding anyone to address questions to on Fridays.

- There was also considerable discussion relating to problems with collections. The customers pointed out that collections are not being entered on time or accurately. When collections are entered incorrectly, customers are encountering difficulty in getting the NBC to correct its errors. The panel also identified specific problems in (1) locating NBC employees to address collection issues by phone and (2) having their phone calls returned when voice-mail messages are left.

- One customer felt that the acquisition of space should be delegated to field offices.

- Virtually all customers were happy with remote data entry, its help desk support, the information they can access, and the resulting current data in reports. Some wanted collections to be entered remotely, but most did not think they could assume the additional workload they feel would be associated with payments.

- There was considerable discussion on the need to reevaluate the board of survey process and make constructive changes.

- There were suggestions that the NBC needs to present workshops (training) at the State and District Offices. There were also suggestions that guides or handbooks be developed on payment processes and property procedures.

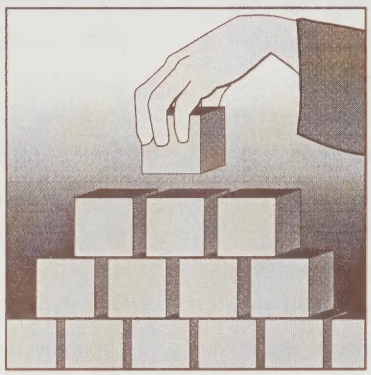
- There was a suggestion that the removal of heavy equipment from the Working Capital Fund (WCF) needs to be reevaluated.

- There was concern expressed regarding the loss of invoices or payment vouchers. This discussion also entailed a problem with document control numbers, payments not referencing obligations, and imprest fund payments not being processed on time.

- The panel identified a need for the NBC to initiate a partnership with States regarding workload. The concept is to help each other when "the going gets tough" because of decreased staffing or funding.

DEVELOPING THE STRATEGIC PLAN

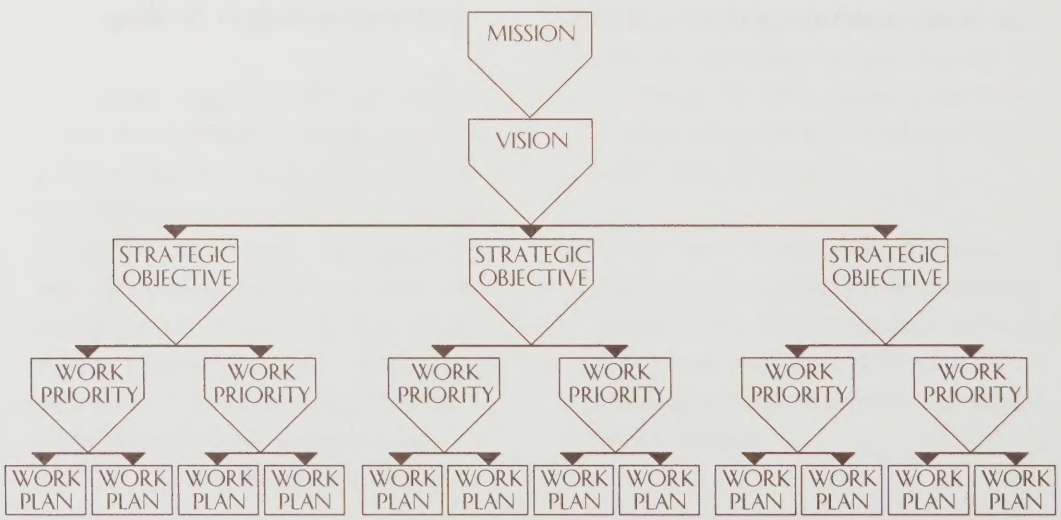
Planning involves delineating goals, predicting potential results of various ways of achieving goals, and then deciding how to attain the desired results. Strategic planning is a planning process that deals with the basic operational tasks, objectives, goals, and strategies for an organization. The basic components of strategic planning are illustrated below. The process shown was followed in developing the NBC plan.



...specific objectives that translate the long-range vision into short-range accomplishments that result in day-to-day improvement and progress toward achieving the ideal state.

It is not possible to identify and prioritize the day-to-day work of an organization effectively without clearly understanding the purpose of the organization and the direction in which it is headed. Therefore, the first steps of the strategic planning process involve developing and clearly stating the organization's mission, vision, and strategic objectives.

The mission of an organization is not a constant factor; it is a variable that is continuously evolving. The mission deals with who we are today, why we exist today, and why we are unique, i.e., the core purpose of the organization. A clear statement of our mission should provide a broad perspective of what the NBC does, how we add value, and what we uniquely provide to customers that no one else can provide.



The vision of an organization identifies the direction in which the organization is steering. It identifies the ideal state of the organization over a long time frame and articulates the organization's philosophy. The vision should fully address the question, "What do we want to create?"

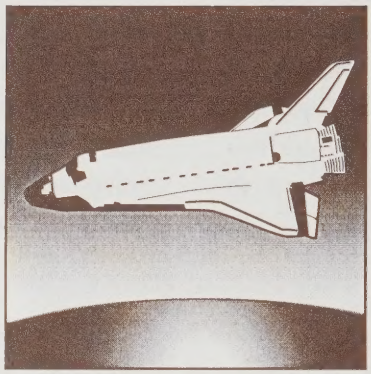
Strategic objectives flow naturally from the mission and vision. They are, however, more specific and describe in general terms what the NBC needs to accomplish in order to attain its vision. Strategic objectives are established around activities that need to be accomplished to move from what is being done today to what we should be doing tomorrow. Strategic objectives are also established around activities that the NBC needs to address in order to achieve or move beyond its basic core mission. Development of strategic objectives should address the question, "How are the mission and vision to be achieved?"

Emanating from strategic objectives are work priorities and work plans. These are specific objectives that translate the long-range vision into short-range accomplishments that result in day-to-day improvement and progress toward achieving the ideal state.

THE MISSION

Bureau of Land Management:

The BLM sustains the health, diversity, and productivity of the public lands for the use and enjoyment of present and future generations.



...works with Bureau natural resource managers and its other customers in structuring and delivering essential business and fical services...

- We do more than support the Bureau's primary mission of maintaining the health of the land. We are, in fact, an integral part of that Bureau mission. We are an extension of the natural resource manager on the ground.

- We deliver business and fiscal services to our customers. And the services we render are not available elsewhere in the Bureau.

National Business Center:

The National Business Center works in partnership with Bureau natural resource managers and its other customers in structuring and delivering essential business and fiscal services to improve timeliness, enhance quality, and reduce costs, thereby contributing significantly to maintaining the health of the land and serving future generations.

- We clearly need to work collaboratively with our customers in order to meet present and future challenges.

- We are in, and will continue to be in, an era of declining resources. Resources will be devoted to ground-level activities first.

- We need to enhance customer service.

- We need to improve our processes, reduce our operating costs, and reduce the cost of business/fiscal activities that are performed in field offices.

Developing the NBC Mission Statement:

There were four separate work groups established during the planning conference, with each group containing members from multiple disciplines. Each of these work groups independently wrote a mission statement. No one mission statement was considered to articulate the NBC mission better than any of the others. However, each of the statements basically contained similar attributes. These attributes were:

THE VISION

Bureau of Land Management:

- Provide for a wide variety of public land uses without compromising the long-term health and diversity of the land and without sacrificing significant natural, cultural, and historical resource values;
- Understand the arid, semi-arid, arctic, and other ecosystems it manages and commit to using the best scientific and technical information to make resource management decisions;
- Resolve problems and implement decisions in collaboration with other agencies, states, tribal governments, and the public;
- Understand the needs of rural and urban publics and provide them with quality service;
- Maintain a skilled and highly professional work force;
- Clearly define and achieve objectives through the efficient management of financial, human, and information resources;
- Efficiently and effectively manage land records and other spatial data; and
- Commit to recovering a fair return for the use of publicly-owned resources and to avoid creating long-term liabilities for the American taxpayer.

...maximizes customer satisfaction by being the leader in providing high-quality, innovative, cost-effective business products and services...

National Business Center:

The National Business Center maximizes customer satisfaction by being the leader in providing high-quality, innovative, cost-effective business products and services, including professional advice and guidance, to all of our customers. NBC reduces costs by utilizing the best technologies and by taking full advantage of our wealth of expertise and experience.

Developing the NBC Vision Statement:

Development of the vision statement yielded results similar to those of the mission statement development process. Each of the work groups independently wrote a vision statement, all of which basically contained similar attributes. These attributes were:

- Maximizing customer satisfaction to the utmost (i.e., given a number of choices, they would choose the NBC).
- Reducing the cost of conducting business activities throughout the Bureau through any appropriate means.
- Becoming all that we can be as employees through personal growth and professional development.
- Enhancing business products and services and the cost-effectiveness of their delivery by taking advantage of emerging technologies.

STRATEGIC OBJECTIVES

Bureau of Land Management:

- Maintain and improve the health of the land.
- Serve current and future publics.
- Promote collaborative leadership.
- Improve business practices.
- Improve human resource management.

National Business Center:

- Continually improve customer service.
- Enhance cost-effectiveness by improving business processes and information access.
- Maximize cost recovery.
- Optimize the flexibility of the workforce by developing high-performance work teams that maintain a high level of professional competency and strong interpersonal and collaborative skills.
- Promote partnerships and franchising.

Enhance cost-effectiveness by improving business processes and information access.

Developing the NBC Strategic Objectives:

NBC's strategic objectives have been designed to create focus and discipline in achieving the NBC mission and striving toward its vision. These objectives set the stage for work priorities and work plans. There are three very evident factors that will shape the future of the NBC and the Bureau, and the NBC objectives revolve around these factors: satisfied customers, workforce development, and funding constraints. These factors cannot be ignored now or in the future if the NBC is to fulfill its mission and be positioned to reach out and grasp its vision.

ACHIEVING THE OBJECTIVES

This strategic planning document outlines the direction for the NBC as an integral part of the BLM mission. The plan represents a tool for improving services to our customers. Our focus is on achieving excellence in the products and services we provide to our customers and stakeholders.

Our focus is on achieving excellence in the products and services we provide to our customers and stakeholders.

To a large extent, articulation of the NBC objectives establishes the priorities of the work groups. Work plans for both on-going and project work have been completed by each group. Each group will be striving for improvement and ultimate excellence in accomplishing their on-going work. The groups' project work represents significant strides toward achieving the NBC vision.

Progress toward accomplishing the NBC vision has already occurred. A few examples (which are in no way all-inclusive) of this progress are:

- Restructuring of the NBC has been accomplished, and the team structure is working productively.

- Supervisory ratios at the NBC are currently 1 to 16, which exceeds the Bureauwide target of 1 to 15.

- The NBC has reduced its number of personnel by 25, which represents a reduction of 15 percent of its total workforce.

- A new and improved annual report has been published that includes both the Federal Land Policy and Management Act (FLPMA) Report and the Chief Financial Officer's (CFO) Report.

- An unqualified audit opinion on the Bureau's financial statements (CFO Report) has been achieved for the first time.

- Through negotiations with the Bureau of Reclamation's (BOR) Denver Administrative Service Center (DASC), the NBC has reduced its Federal Financial System (FFS) computer costs by $1.6 million over a three-year period, (i.e., $300,000 in FY 1996, $600,000 in FY 1997, and $700,000 in FY 1998).

- Major re-engineering projects have been developed and are being implemented in both real and personal property management that will yield considerable cost savings for the Bureau.

- Restructuring of the accounting and costing policies for the Bureau's fire stores operations will save both BLM

and the U.S. Forest Service very large sums on an annual basis.

- Re-engineering efforts by the Leasing, Construction, Supplies, and Equipment Group have resulted in savings of several hundred thousand dollars.

- Re-engineering of the Bureau's collection processes is currently underway.

- Prompt payment interest has steadily been reduced through coordination with various field offices. The Commercial Payments Team has initiated a checklist for field offices to use when submitting payment packages to help assure that all information required for payment is included in the package.

- Customer servicing levels have been established for a variety of services, including travel and other payments.

- Electronic certification of Treasury schedules has been implemented. This initiative not only reduces payment processing time to vendors, but also reduces Prompt Payment Act interest payments.

- A project is underway to re-engineer the payment processes for telephone bills. The re-engineered process will consolidate bills and modify the NBC payment processing methodology. In Colorado alone, this represents a consolidation of approximately 150 telephone bills down to 7, generating an annual savings of approximately $30,000.

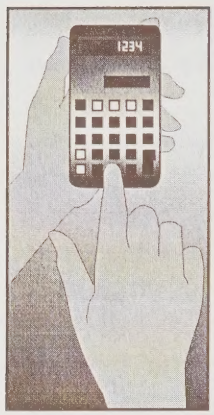
- A plan for transferring the Bureau of Mines Helium Operations to BLM has been developed, and the transfer is being accomplished according to schedule.

- The NBC is making its contracting services available through partnerships with other Federal agencies. The Bureau of Indian Affairs (BIA) is using the services of NBC contracting officers, who place and administer task orders under an Information Technology technical support contract. The U.S. Geological Survey (USGS) is using an NBC contract to accomplish rapid response to hazardous materials situations. The U.S. Forest Service (USFS) and BLM are also in the process of working out a partnership to use each others' ALMRS Information Technology contracts.

- Co-location with other agencies has been achieved in Canon City, CO; John Day, OR; Grants Pass, OR; and Buffalo, WY; and for the New Mexico State Office, Wyoming State Office, and Idaho State Office.

WORK PLAN SUMMARY

NBC employees have developed work plans for both their on-going and project work. These work plans identify objectives, strategies, performance indicators, and performance measures. In the remaining pages of this document, a summary of these work plans is presented. Although the work plans are an integral part of this strategic plan, they are being summarized because of their very large volume and the fact that they are being continuously updated.



Accounting Group

Reports Team: Major functions performed include CFO reporting, year-end processing, regulatory and external reporting, and audit liaison.

Financial Services Team: Major functions performed include emergency fire payrolls, working capital fund management, motor vehicle reporting, imprest fund management, health benefits, and property support.

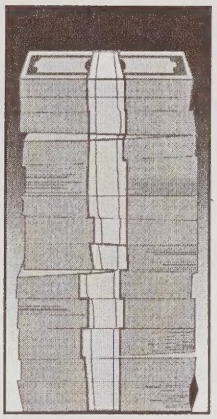
Cash Processing Team: Major functions performed include distribution of receipts, debt collection, accounts receivable, delinquent debt management, billings, and maintenance of Automated Lease Management System (ALMS) and Grazing Automated Billing System (GABS) interface data.

Projects to Accomplish Objectives and Realize the Vision

- Implement a query tool in Finance
- Implement Monarch for Windows
- Reconcile suspense accounts
- Automate reports
- Publish BLM Public Land Statistics
- Re-design NBC's business management and control process
- Implement stewardship reporting

Accomplishing the Mission—Ongoing Work

- Reports and analysis
- Annual reports
- WCF administration
- Reimbursable project management
- Motor vehicle interface data maintenance
- OPAC collections
- Payroll-related billing administration
- Federal debt recovery collections
- Suspense account reconciliation
- Payroll reconciliation/final salary clearances
- Emergency firefighter payroll
- Personal property administration
- Real property administration
- Imprest fund/accountable officer maintenance
- Debit voucher processing/report distribution/tort claim reporting
- Training coordination
- Negotiable securities
- Debt management
- Distribution of receipts program
- GABS and ALMS interface data maintenance
- Treasury reports and reconciliations
- Employee billings
- Custodian of unclaimed money accounts
- Caretaker of the bond and surety file
- Billing documents/collections
- Collection officer/non-lockbox deposits
- Process cash receipts and billing documents
- Finance manuals update
- Review of single audits



Field Training and Payments Group

Commercial Payments Team: Major functions include purchase order payments, blanket purchase order payments, and utility payments.

Payments and Field Support Team: Major functions include remote data entry (RDE) field support, help desk and customer service, quality control, voucher auditing, and system maintenance.

Projects to Accomplish Objectives and Realize the Vision

- Update RDE training manuals and training course materials
- Redesign payment processing

Accomplishing the Mission—Ongoing Work

- Prepare miscellaneous 1099 Forms
- Provide accounting and system support for the payments teams
- Test new Federal Financial System (FFS) software releases
- Prepare regulatory reports relating to accounts payable
- Provide technical support for payments related issues
- Audit payment vouchers and certify payments
- Maintain customer service desk
- American Express coordinator
- Vendor file maintenance
- Check cancellation and limited payability cancellation reconciliations
- RDE technical support and problem resolution
- RDE newsletter publication
- Process check tracer actions
- Utility payments
- Lease payments
- Commercial payments

Payments Group

Payments Services Team: Major functions include mail distribution, filing, administrative support, and statistical stamping.

Specialized Official Payments and Contracts Team: Major functions include Online Payment and Collection System (OPAC) payments, bank card payments, imprest payments, and contract payments.

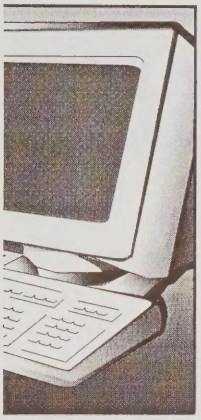
Travel Payments and Support Team: Major functions include temporary duty (TDY) travel payments, permanent change of station (PCS) payments, American Express payments, and Government Bills of Lading (GBL)/Government Travel Request (GTR) payments.

Projects to Accomplish Objectives and Realize the Vision

- Implement bank card interface
- Develop dBASE program for OPAC payments
- Improve customer service through cross-training
- GSA Fedstrip/Customer Supply Interface/automation
- Employee development cross-training
- Training for the Travel Payments and Support Team

Accomplishing the Mission—Ongoing Work

- OPAC payments
- Bank card payments
- Contract and inter-governmental payments
- Imprest fund payments
- TDY, PCS, and delinquent travel advance payments
- GTR and GBL payments
- American Express corporate account payments
- Reimbursement for official business expense payments
- RAPS
- Filing, mail distribution, and legal records administration
- Gasoline credit card payments
- Statistical Sampling
- Administrative support for both Payments Groups



Systems and Budget Group

Budget and Finance Team: Major functions include annual work plan (AWP) preparation, budget planning and execution, data quality assurance, and project management.

Financial Systems Team: Major functions include systems maintenance, production control, software development, and FFS release design and testing.

Projects to Accomplish Objectives and Realize the Vision

- Project training plan for trust and cost recovery projects
- Historical budget data base creation
- Imprest cashier delegation pilot
- Utilization of Monarch for Windows software for cash processing pilot
- Project team leader for labor distribution interface
- Membership in the travel reinvention lab
- Implementation of payments statistical sampling plan with an automated selection process
- Financial management reporting improvements (Phases 1, 2, and 3)
- Implement E-Mail confirmation notices for Automated Clearing House (ACH) travel payments
- Implement the new Payment in Lieu of Taxes (PILT) system
- Implement the Rocky Mountain Bank card (RMBCS) FFS interface
- Implement Project Cost Accounting (PCAS) automated billing
- Firefite system conversion
- Program Management (PG) report distribution system conversion
- Financial tables system conversion
- ASPEN databases system conversion
- GABS collection system conversion
- Fedbill system conversion
- DOI IDEAS testing and implementation
- Transfer Helium Operations to BLM

Accomplishing the Mission—Ongoing Work

- System quality assurance
- Perform special request projects from users
- Project set-up, maintenance, and monitoring for service charges, deposits, and forfeitures (5000 accounts) and land and resource management trust funds (7000 accounts)
- Project clean-up
- Maintain cost allocation
- Budget development and execution for three National Centers in Denver
- Year-end close
- Research and process salary overpayment waiver requests
- Prepare the Bureau's State and Congressional District Funding Report
- Prepare the NBC "Monthly Update"
- Financial systems maintenance and support
- IBM and FFS security maintenance
- Annual 1099 processing

Denver Center Support Services Group

PMDS/Printing Team: Major functions include printing and forms management, PMDS processes, Centers personal property, equipment, supplies, and Bureauwide Small Package Express Contract.

Office Services Team: Major functions include support services, facilities management and security, mail services, tort claims for the National Centers, Public Lands Statistics Report (PLS), records administration, directory development, and the National Uniform Program.

Projects to Accomplish Objectives and Realize the Vision

- 10-week training/facilitation program
- Electronic Bureau forms
- Electronic publications
- Consolidation of all DOI warehousing and inventorying forms, printing, and signs programs
- Automated Inventory Management System (AIMS)

Accomplishing the Mission— Ongoing Work

- BLM telephone directory
- Public Land Statistics Report
- National uniform program
- Building security for buildings 40 and 50
- Tort claim program
- Facilitation and training
- Records administration and Mail Services
- Facility maintenance/customer service
- Support services - conference room coordination, employee ID cards, security cards, vehicle permits, and imprest funds
- Policy, procedures, and guidance for reprographics, printing, and forms
- Superintendent of Documents Rider Program
- Printing specialist support and guidance
- Printed Materials Distribution Section (PMDS) supply support
- Inventory management - DOI forms, BLM materials, Colorado State Office map program, and NPS museum management forms program
- Warehouse operations - DOI forms, Colorado SO maps, NPS museum forms, BLM printed materials, and warehouse operations support
- Property management

FIP, ALMRS, and Professional Services Group

Professional Services Team: Major functions include acquisition activities associated with the diagnosis, containment, and disposal of hazardous materials; cadastral surveys; Public Law 93-638, Indian Self-Determination; archaeological analysis and stabilization of sites; land appraisals; wild horse and burro management; and firefighter safety. Some of these contracts provide for use by the U.S. Forest Service.

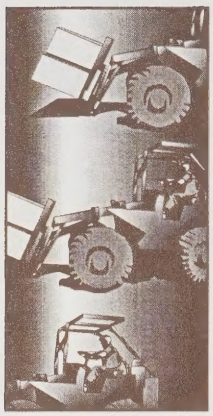
FIP/ALMRS Team: Major functions include acquisition activities associated with the Automated Land and Mineral Records System (ALMRS), Lawnet software for interfacing with the Federal Bureau of Investigation (FBI), computer maintenance, and software for the automated fluid minerals system which will integrate with the ALMRS/ Modernization project (including data from the Bureau of Indian Affairs (BIA), Minerals Management Service (MMS), State oil and gas systems, and commercial data bases). Some of these contracts provide for use by the Department of the Interior (DOI) and the Department of Agriculture (DA) land management agencies.

Projects to Accomplish Objectives and Realize the Vision

- Effectively implement the Federal Acquisition Streamlining Act and the Federal Acquisition Reform Act
- Reengineer the Blanket Purchase Agreement (BPA) process
- Use customer surveys to evaluate the quality of service provided
- Develop a manual for Public Law (PL) 93-638
- Present Contracting Officer's Representive (COR) training

Accomplishing the Mission— Ongoing Work

- Assist BLM program personnel in writing statements of work and devise the most effective and efficient means of acquiring the goods and services
- Issue requests for proposals and award new contracts to meet customer needs
- Issue and manage delivery orders under current contracts
- Negotiate changes to current contracts to meet the changing needs of the BLM, the Department, and other customers
- Assure that contractors comply with their respective contracts
- Assure that contractors are paid promptly



Leasing, Construction, Supplies, and Equipment Group

Space Leasing Team: Major functions include space management, space liaison with GSA, BLM Federal building fund, COR training, and space planning.

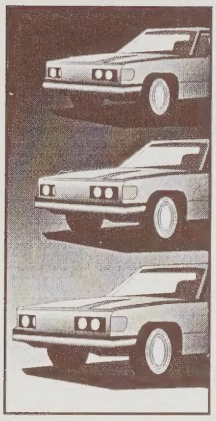
Construction, Supplies, and Equipment Team: Major functions include acquisition of construction services, road maintenance, equipment acquisition, and construction COR/PI training.

Projects to Accomplish Objectives and Realize the Vision

- Re-engineering of the leasing process
- Updating of BLM 1535-1 Manual
- Redesign of internal team processes

Accomplishing the Mission— Ongoing Work

- New construction
- Succeeding leases
- Space planning
- Leasing COR training
- Lease administration
- Management by FBF budget
- Contract formulation and award
- Contract administration / closeout
- Training for field offices



Property Operations & Property/ Procurement Systems Group

Property Operations/ Systems Team: Major functions include Bureauwide fleet management; personal and real property policy, procedures, records, inventory management, and disposal; the Bureauwide quarters program; and National Centers vehicle management.

Procurement Systems Team: Major functions include acquisition policy; Bureauwide management of the business and economic development programs; and implementation and management of the Interior Department Electronic Acquisition System (IDEAS) within the Bureau.

Projects to Accomplish Objectives and Realize the Vision

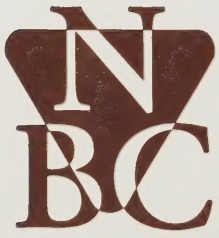
- Implement the Fixed Asset Subsystem of FFS within BLM
- Rehost the BLM Automated Fleet Management System
- Rehost the Departmental Disposal Module
- Develop automated ordering and record transfer system for BLM motor vehicle Fedstrip orders
- Revise the WCF fixed ownership rate and use rate procedures
- Develop an inventory process within the fixed asset subsystem of FFS
- Support Finance in achieving an unqualified opinion for BLM's CFO report
- Clean up the BC real property physical files based on the new accountability rules
- Implement the Interior Department Electronic Acquisition System (IDEAS)
- Improve property management reporting

Accomplishing the Mission— Ongoing Work

- Operation of the Automated Fleet Management System (AFMS)— BLM and GSA vehicles
- Operation and maintenance of the Automated Personal Property System (APPS) for fiscal year 1996
- Bureau available personal property program
- Reporting available/excess property to DOI and GSA for BLM and other participating DOI Bureaus
- Bureau disposal program (certificates of unserviceable property and reports of survey)
- Management of Bureauwide Interior credit card issuance
- Bureau disposal program
- Assist field offices in down-sizing their fleets
- Management of license plates for Bureau-owned vehicles and motor equipment
- National Automated Cache System (NACS) steering committee
- Operate the BLM Quarters Program
- Operate the BLM National Real Property Automated System
- Manage field office WCF stores accounts

- Provide Bureauwide procurement analyst support
- Maintain and provide customer support for the Interim Automated Procurement Systems (PPFS, ATRACK, and BIDDERS)
- Advance Procurement Plan (APP)
- BLM small and disadvantaged business utilization program
- Administer the Bureauwide IPDS reporting program
- Administer submission of new and changed/corrected Fedstrip Activity Address Codes to GSA for all of BLM

* U.S. GOVERNMENT PRINTING OFFICE: 1996-774-016/40506



National Business Center

Bureau of Land Management